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ER 10-9720

Background Paper No. 2
11 December 1958

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PLANNING GROUP FOR REPORTING AND COMMUNICATIONS SYSTEMS

Evaluation Problems as seen by Reporting Officers:

Presentation by

I. Definition.

- A. "An evaluation is a critical estimate or appraisal by a using department, agency or office of the Government, or by one of the components of CIA, of an intelligence information report." (R 51-360)
- B. It will be noted that this definition limits the applicability of the term "evaluation" to an appraisal or assessment by a using agency, department or office, i.e., by a customer.
- C. The term "evaluation" is used in the above sense in these remarks; other forms of appraisal of information reports are treated only tangentially.

II. Relevance of Evaluations to This Group's Concerns.

- A. Evaluations are a form of guidance, and guidance does much to determine-- or at least can do much to determine:
 - 1. The subjects on which the field reports,
 - 2. The quality of the field reporting,
 - 3. The volume of the reporting, and
 - 4. The priorities and the speed with which information is collected and incorporated in reports and the reports are transmitted to Headquarters, processed and disseminated.
- B. Requirements are the other principal form of guidance. For example:
 - 1. RMDs,
 - 2. IPC Target Lists,

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SECRET

2

3. OCI's Periodic Requirements Lists, and
 4. Specific or ad hoc "spot" requirements.
- C. With this Group's permission, requirements will be considered only in connection with evaluations, not as a separate subject, for the following principal reasons:
1. Much of what is said about evaluations applies also to requirements, and a discussion of requirements would necessarily repeat much of what will be said about evaluations.
 2. The subject of requirements is complex and esoteric, and would require much of the Group's time without yielding adequate profit.
 3. Evaluations are more relevant to the Group's concerns than requirements are.
- D. There are two principal forms of evaluations:
1. Evaluations of single reports as disseminated and
 2. Evaluations of groups of ten, twenty or more reports produced by a single project and/or dealing with the same subject or subjects.
- E. With the Group's permission, these remarks will be devoted primarily to evaluations of single reports as disseminated, because these are more relevant to the Group's concerns; this is because:
1. Evaluations of single reports as disseminated can provide the field with guidance which is prompt, frequent and continuing, and
 2. This kind of guidance facilitates:
 - a. Speed and flexibility of response of the collection effort to the needs of the Community,
 - b. Speed and flexibility of adaptation of the collection effort to the capabilities of the Agency and, perhaps most particularly,
 - c. Speed and flexibility of adaptation of reporting to the capabilities of the transmission, distribution and dissemination systems.

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III. Obligations to Provide Evaluations.

A. The National Security Act.

"For the purpose of coordinating the intelligence activities of the several Government departments and agencies in the interest of national security it shall be the duty of the [Central Intelligence] Agency, under the direction of the National Security Council:

" ...

"(3) To correlate and evaluate intelligence relating to the national security ...; Provided ...that the departments and other agencies of the Government shall continue to collect, evaluate, correlate and disseminate departmental intelligence."

B. NSCID No. 5.

"The departments and agencies concerned shall assist the Central Intelligence Agency in its conduct of espionage by providing guidance in the form of continuous, timely and specific collection requirements and, as required, assessments of the information collected."

C. R 51-360.

"Any office which initiates a specific collection requirement is responsible for evaluating the information collected and reported ... in response to such requirement." "Each using office is responsible for initiating evaluations of CIA reports pertinent to its field of interest."

D. Spontaneous Evaluations.

25X1

1. The Clandestine Services received [] spontaneous evaluations during FY 1958;
2. All the other evaluations they received were obtained in response to requests for them--and not all the requests elicited evaluations.

IV. Categories--and Numbers--of Reports on which Evaluations are Requested.

- A. First Reports from a New Agent.
- B. Reports from any Suspect Source.

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C. Reports Responsive to Specific Requirements.

D. The Best Reports.

E. The Worst Reports.

F. An Adequate Sample of Reports:

"Reports selected for evaluation will include, not only the best and the worst, but a sufficient number and variety (1) to provide sound bases for assessment of the individual reports and of the projects which produce them; and (2) to furnish plans and operations officers at all echelons with guidance in managing and improving their projects." (CSI 51-5).

V. Customers From Whom Evaluations are Requested.

A. On Reports Responsive to Specific Requirements: From the customer levying the requirement.

B. From the Best Qualified User.

VI. Data Requested in Evaluations.

A. The Check Lists.

1. Value of the report in terms of the extent to which the customer was already aware of the information reported.
2. Value of the report in terms of its accuracy.
3. "Importance of receiving further reports on this specific subject."

B. Further--and Discursive--Comment Sought (Space provided on form).

1. "Collector's questions to evaluator."
2. "Evaluator's comments."
3. "Evaluator's Follow-up questions and guidance to collector on subject of this report."

VII. Evaluations Received FY 1958.

A. Total disseminations: 49,709

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SECRET

5

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1. Of which number based on cables approximately
2. And number based on pouched reports approximately

B. Evaluations Received:

1. Total
2. Percentage of disseminations evaluated

C. Evaluations Received from Each Customer.

<u>Customer</u>	<u>Number of Evaluations Provided</u>	<u>Percentage of Total Evaluations Received</u>
State	3,120	45.0
ORR	1,598	23.0
Army	727	10.5
OSI	516	7.4
Navy	341	4.9
Air	340	4.9
OCI	138	1.9

VIII. ProcedureA. Disseminating Division.

1. Requests evaluation, indicating the request on the outgoing report.
2. Sends the report to Reproduction.

B. Reproduction.

1. Makes the total number of copies of the report needed.
2. Attaches Evaluation Forms (mats) to the copies to be delivered to

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6

customers whose evaluations are requested.

3. Sends the reports on their way to customers.

4. At the same time, sends copies to

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C.

Logs in the copies of the reports which it receives, recording:

1. "Project Name,"

2. "Evaluation Requested from,"

3. "Subject Country," and

4. "Field Number."

D. Customer.

1. Fills out Evaluation Form and

2. Sends it to

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E.

1. Notes, in its log, the date the evaluation is received.

2. Records on the evaluation form:

a. Date it is received,

b. Project name,

c. Subject country, and

d. Field number.

3. Determines the number of copies of the evaluation which will be needed.

4. Sends the forms to Reproduction with instructions as to the number of copies to be made.

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SECRET

7

F. Reproduction.

1. Makes the necessary number of copies of the evaluation.
2. Sends the copies to

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G.

1. Files copies for project review and other purposes.
2. Sends the other copies to divisions, as appropriate.

H. Divisions.

Sends copies to the field as appropriate in the divisions' judgment.

IX. Delays

A. "Crash Evaluations".

It is usually possible to obtain a small number of "crash" evaluations from customers very quickly--often within a single working day.

B. Other Evaluations.

1. Long delays commonly occur in the obtaining of other evaluations, by means of the existing system.
2. Time studies now being made will provide data on these delays.
3. Meanwhile, it may be noted that Navy returned last month an evaluation which had been requested in April 1957 and that, while this is exceptional, it is by no means unique.

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